

**CROSS-CULTURAL WORKER CONFLICT IN A  
MULTINATIONAL COMPANY: THE CASE OF IBIDEN, A  
JAPANESE COMPANY IN MALAYSIA**

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**CROSS CULTURAL WORKER CONFLICT IN A  
MULTINATIONAL COMPANY: THE CASE OF IBIDEN, A  
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## **Term**

PDI	Power Distance Index
IDV	Individualism and Collectivism
MAS	Masculinity and Femininity
UAI	Uncertainty Avoidance
LTO	Long and short term orientation
IEM	IBIDEN Electronic Malaysia Sdn Bhd

## **Abstract**

Foreign direct investment by firms is an increasingly widespread phenomenon. As such, firms are now more exposed than ever to different cultural values among workers, thus enhancing the potential for misunderstanding and conflict to arise between staff from different traditions and backgrounds. In this paper, the case of *Ibiden*, a Japanese multinational with operations in Malaysia, is used to highlight this issue and to offer suggestions for overcoming such challenges. Based on qualitative interviews with a total of six employees - three Malaysians and three Japanese, the study demonstrates the potential for inter-worker loyalty, discipline, responsibility and cooperation to emerge and subdue inter-worker conflict arising from cultural differences.

### Keywords

*Culture differences, inter-worker conflict Hofstede, qualitative research, case study,*

*Ibiden*

# Chapter 1

## Introduction

### 1.1 Introduction

Culture is a unique asset for every country in the world. No matter who you are, you cannot live without social life, from what you wear, how your life style, even what you eat. This research study investigates the cultural dimensions among Japanese and Malaysian workers in a Japanese company in Malaysia.

In February 1982, Malaysia's then-Prime Minister, Dato`Seri Dr. Mahathir Mohamad, announced his decision to implement the "Look East Policy". Japan is one of the Eastern countries that Malaysia can learn from, given their rapid development in various economic areas, even when compared with some of the more advanced nations of the West. It was (and still is) believed that Japan's success could be used as an example for Malaysia in its efforts to achieve national development goals and to enhance performance management and the development of public and private sectors.

Today, more and more Japanese companies are choosing to invest in Malaysia as they are attracted by the country's five "plus-points". "The plus-points were the growing economy, political stability, free from natural disaster, good infrastructure such water, electricity and gas supplies, as well as an English-speaking workforce," said Japanese Ambassador to Malaysia Shigeru Nakamura to The Star newspaper on 20<sup>th</sup> January 2012. This is very important in creating more jobs and, subsequently, economic growth.

It is widely known that, Malaysia represents a unique fusion of Malay, Chinese, and Indian traditions, creating a pluralistic and multicultural nation that has



its character strongly rooted in social harmony, religion and pride in its ancestral background. Japanese culture, meanwhile, is rich and diverse, dating back to 10,000BC when the Jomon people first settled in Japan. Japan possesses a long and rich cultural history although many of the basic elements originated abroad, especially in China. The confluence of these two cultures within a company setting might generate conflict among Japanese and Malaysian workers. If not managed properly, conflicts can result in bad feelings, high turnover and costly litigation (Hirschman, 2001), and are said to be one of the most difficult and frustrating challenges organisational members face (Earnest & McCaslin, 1994; Phillips & Cheston, 1979). This research study investigated the differences between Japanese and Malaysian workers working cultures existing with-in Japanese company situated in Malaysia.

Globalisation forces are altering the world's social landscape, bringing many cultures closer together and converging many consumer tastes and demands. Nevertheless, this convergence is far from complete, and ideological and cultural differences remain a fact of life, with. These differences are important in deciding how people respond and react in their working environment.

## **1.2 Problem Statement**

Japanese electronics giant, IBIDEN Co Ltd, has invested RM1.2 billion for IBIDEN Electronics (Malaysia) Sdn Bhd, a printed circuit board plant at the Penang Science Park in Bukit Minyak, Bukit Mertajam in the northern state of Penang. This plant started operations in the second quarter of 2011 with more than 1000 employees. During the startup period, the firms provided oversea training opportunities to its

employees and a chance to visit the overseas facilities in Ogaki, Japan to the first batch of employees in 1<sup>st</sup> September 2010 to equip them with the leading-edge manufacturing technology.

From December 2010 to the present day, the company recruits a number of Japanese supporter workers, including process engineers, equipment engineers, manufacturing specialists and others to continue guiding its Malaysian employees to set up the factory. It is important for employees to work together to achieve the company goal, namely – to produce high quality products on a customer-by-customer requirement basis.

Now, production had running for one and half years but still facing a lots of quality issue and abnormality happen. Some of the problem cannot find out the root cause such as panel jammed issue, program error problem, wrong key in recipe problem and others. No matter is machine issue, process problem or human error, are repeating in production floor. These Japanese supporter staff place great emphasis on total professionalism and have done a lot of preparation work to help build up the new firm, through the Malaysian employees at all levels are expected to seek perfection as well.

From beginning set up period upon now, communication problem still occur due to Malaysians cannot speak in Japanese and in the same time Japanese members only speak in Japanese. While happen the communication barrier in the company, it will direct effect on the working progress. Japanese and Malaysians cannot well discuss on the working schedule, such as machine movement, equipment maintenance, process improvement plan, and production schedule. Even company had hired translator in each section but they are not working 24 hours per day; so the

communication between Japanese and Malaysians less because both also cannot understand.

Malaysians working in a Japanese company, therefore, should be highly committed to the company and strive to carry out their functions to the best of their ability. If, as a Japanese, one does something the right way they might see it - but if one does do it the wrong way one can be guaranteed that Japanese worker will notice at once. Because of the different culture among the Japanese and Malaysian workers, conflict has occurred in the company and this has impacted intra-firm cooperation.

### **1.3 Research Objectives**

An organisation performance is related to an organization, which has a strong culture with well integrated and effective set of values, beliefs and behaviors (Cameron & Quinn, 1999; Deal & Kennedy 1982; Denison, 1990; Juechter & Fisher, 1998; Kotter & Heskett, 1992).

This study investigates the differences between Japanese and Malaysian workers' working culture in a Japanese company in Malaysia. It is hoped that the findings of the study will shed more light on the different working culture and possible steps that can be taken to create one unique culture in organisations conducting business abroad.

## **1.4 Research Questions**

This study addresses the following research questions:

1. Based on Hofstede's five cultural dimensions, what differentiates worker of different nationalities in IBIDEN Electronic Malaysia Sdn Bhd?
2. What is the suggestions can be given for these workers to work together to achieve company goal?

To help address these questions, the thesis adopts a single-case study approach. The case in question is IBIDEN, Sdn Bhd, a Malaysian-based subsidiary of IBIDEN Co Ltd., a Japanese electronics company. We will discuss the research method and the case of IBIDEN in Chapter [3].

## **1.5 Conclusion**

As a company heads expands globally and comes into contact with people from many different backgrounds and cultures, the need to be more understanding and tolerant of cultural diversity becomes more pronounced, particularly with respect to achieving intra-firm cooperation in a multi-cultural setting.

This chapter has introduced the research study and the important of investigating two different cultures in a company. The objectives of the study and the expected findings can help enhance understand of cultural dimensions among workers from different nationalities.

## **Chapter 2**

### **Literature Review**

This section reviews literature on differences in Malaysia and Japan cultures. Japan's IBIDEN Co Ltd, the world's largest manufacturer of printed circuit board (PCB) is set to build its third manufacturing facility, IBIDEN Electronic Malaysia Sdn Bhd in Penang. I had studies on cultural differences through the work of Hofstede (1980) with the five dimensions shown clearly perception point of view. This has developed into a field of research with increasing popularity and perceived importance. Related literature can be categorized into those for cultural differences and those for cultural dimensions in these two difference country.

#### **2.1 Company Profile: IBIDEN CO., LTD.**

IBIDEN Co., Ltd. provides electro-chemical products, fine-ceramics products, housing materials, and construction services in Japan, North America, Europe, and Asia. The company operates in five segments: Electronics, Ceramics, Housing Materials, Construction, and Other. The company was formerly known as Ibigawa Electric Power Co., Ltd. and changed its name to IBIDEN Co., Ltd. in 1982. IBIDEN Co., Ltd. was founded in 1912 and is headquartered in Ogaki, Japan.

Table 1

*IBIDEN History*

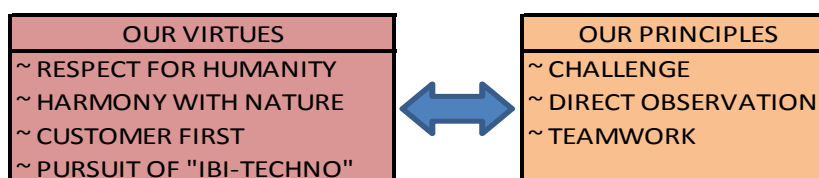
1912	Ibigawa Electric Company founded with a capital of one million yen, at 8 Takaki-cho, Akasaka-ku, Tokyo
1917	Ogaki Plant opened, manufacture and sale of carbide begun
1919	Manufacture and sale of carbon products begun
1921	Higashi-Yokoyama Power Plant begun operation
1935	Manufacture of nitrolime begun
1949	Aoyanagi Plant completed first electric tunnel furnace for carbon sintering in Japan
1958	"Mechanical Manufacturing of Carbon Electrodes for Films" received the 4th Okochi Memorial Production Award
1960	Sale of IBI-BOARD melamine decorative laminate
1969	Manufacture of Graphite Speciality
1972	Manufacture of printed wiring boards begun
1974	Manufacture of "IBI-Wool" wiring fiber begun
1982	70th anniversary; name changed to IBIDEN CO., LTD.
1988	Manufacture of IC package begun at Gama Plant
1994	Received TPM Award
1998	Manufacture of IC package begun at Ogaki Plant

	Manufacture of "Alumina Mat" supporters for automobile exhaust gas catalytic converters begun
	Received TPM Special Award
2000	IBIDEN Philippines, Inc. established for IC package in the Philippines
	World's first commercial application of SiC-DPF (SiC diesel particulate filter) in automobiles
2001	Volume production of SiC-DPF begun at Ogaki-Kita Plant
	IBIDEN Electronics (Beijing) Co., Ltd. established for manufacture of electronic devices in China
	IBIDEN DPF France S.A.S. established for manufacture of SiC-DPF in France
2004	IBIDEN Hungary Kft. established for manufacture of SiC-DPF in Hungary
2007	Ogaki Central Plant opened as the base of development and mass production of electronics

Note: Adapted from IBIDEN website ([www.ibiden.com](http://www.ibiden.com))

Figure 1

*The company virtues and principles with all staffs globally.*



Note: Adapted from IBIDEN website ([www.ibiden.com](http://www.ibiden.com))

## **2.2 Cultural Different**

Culture is learned by heritage, is passed down from one generation to the next generation. However, culture can vary in different ways. Culture in these days represents a barrier of communication; hence, no culture is specific. Taylor (1870) defined culture as “the complex whole which includes knowledge, belief, art, morals, law, custom, and other capabilities acquired by man as a member of society”. Also Hofstede (2007, p. 413) defines culture as “the collective programming of the mind, which distinguishes the member of one human group from another.”

It is decisive to treat culture as a challenge and a new window of opportunity to access new markets and enhance personal and organizational growth. The previous statement maintains a close relation according to Hofstede (2003) who once quoted that “Culture is more often a source of conflict than a synergy. Cultural differences are a nuisance at best and often a disaster”.

## **2.3 Geert Hofstede’s Cultural Dimensions**

“Dimensions of Culture” is a widely accepted industry tool that is used to measure cultural differences. One of the commonly used dimensions is Geert Hofstede's Cultural Dimensions. Geert Hofstede (1974) studied large number of data from 74 countries to understand the cultural behavior of people from different nationalities. He collected data from International Business Machines (IBM) spread all around the world and analyzed statistically of the country averages of the answers



to questions he received from IBM employees. Since then many researchers and organizations used these cultural dimension to estimate the behavior of people by their nationality and culture by understanding manager's working and decisions style it is very easy to do business in today's globalized world.

### **2.2.1 Power Distance Index (PDI)**

There is inequality in every society some people are always smarter, stronger and bigger than others. Some people have more power, wealth and status than others: They are more capable and able to control the behavior of others, this situation bring inequality in society. Geert (1990, 2002) observed that in countries where PDI is small and employees are not very afraid from their bosses and bosses are not autocratic to their employees then the office environment is very consultative, bosses ask suggestions from employees and employees expresses their opinion freely. Usually everyone's consensus is necessary to reach some decisions.

Malaysia scores very high on this dimension compare with the Japan (<http://geert-hofstede.com/malaysia.html>) which means that people accept a hierarchical order in which everybody has a place and which needs no further justification. Hierarchy in an organisation is seen as reflecting inherent inequalities, centralization is popular, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat. Challenges to the leadership are not well-received.

### **2.2.2 Individualism and Collectivism (IDV)**

Individualism and Collectivism can be considered as two opposite poles in cultural dimension scale. Definition of Individualism and collectivism as defined by Geert Hofstede in (1990, 2002) “Individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people’s lifetime continue to protect them in exchange for unquestioning loyalty”.

According to Geert and Gert Jan Hofstede in work places personal time, freedom and challenging work are the working goals are associated with individualistic behavior however, training, physical working conditions and use of skills during job is basic working goals for collectivistic behavior.

Malaysia which lowers score than Japan (<http://geert-hofstede.com/malaysia.html>) is a collectivistic society. This is manifest in a close long-term commitment to the “member” group, be that a family, extended family or extended relationships. Loyalty in a collectivist culture is paramount and overrides most other societal rules and regulations. Such a society fosters strong relationships, where everyone takes responsibility for fellow members of their group. In collectivistic societies, offence leads to shame and loss of face. Employer/employee relationships are perceived in moral terms (like a family link), hiring and promotion take account of the employee’s in-group. Management is the management of groups.

### **2.2.3 Masculinity and Femininity (MAS)**

Masculinity represents a cultural preference for achievement, heroism, assertiveness, and material success. Femininity represents a preference for relationship, modesty, caring for the weak, and quality-of-life (Hofstede, 1984).

A high score (masculine) on this dimension indicates that the society will be driven by competition, achievement and success, with success being defined by the winner / best in field – a value system that starts in school and continues throughout organizational behaviour. A low score (feminine) on the dimension means that the dominant values in society are caring for others and quality of life. A feminine society is one where quality of life is the sign of success and standing out from the crowd is not admirable.

At low score Malaysia compare with Japan (<http://geert-hofstede.com/malaysia.html>) can be considered a masculine society with highly success oriented and driven. In masculine countries, people “live in order to work”, managers are expected to be decisive, and the emphasis is on equity, competition and performance. Conflicts are resolved by fighting them out. A clear example of this dimension is seen around election time, with ferocious, no-holds barred battles between candidates.

### **2.2.4 Uncertainty Avoidance (UAI)**

Uncertainty Avoidance Index is fourth dimension Hofstede found while doing IBM research project each country has been assigned UAI score according to questionnaire used. Hofstede found that if in country people feel more stress in

workplace they wanted rules to be respected and they prefer long term association with the company, this kind of mental programming develops when people open eyes in this world goes to school, college, meet and interact with people. Hofstede (2002, 2005) defined Uncertainty Avoidance “Uncertainty avoidance can therefore be defined as the extent to which the members of a culture feels threatened by ambiguous or unknown situations.”

Malaysia scores low than Japan (<http://geert-hofstede.com/malaysia.html>) on this dimension and thus has a low preference for avoiding uncertainty. Low UAI societies maintain a more relaxed attitude in which practice counts more than principles and deviance from the norm is more easily tolerated. In societies exhibiting low UAI, people believe there should be no more rules than are necessary and if they are ambiguous or do not work; they should be abolished or changed. Schedules are flexible, hard work is undertaken when necessary but not for its own sake. Precision and punctuality do not come naturally; innovation is not seen as threatening.

### **2.2.5 Long and short term orientation (LTO)**

In late 1980, Geert Hofstede and Michael Harris Bond from Chinese University of Hong Kong did CVS (Chinese Value Survey) and discovered this fourth dimension of culture and named it as Long and short term orientation. This dimension as “ Long term Orientation stands for the fostering of virtues oriented toward future rewards- in particular, perseverance and thrift. Its opposite pole, short term orientation, stands for the fostering of virtues related to the past and present – in particular, respect for

tradition, preservation of “face”, and fulfilling social obligations." (Hofstede 2002, 2005).

Malaysia score zero on this dimension (<http://geert-hofstede.com/malaysia.html>). In cultures ranking low on this dimension, change occurs more rapidly (Hofstede, 2004). Malaysia shown on how fast they accepted western culture without losing their own traditional values; even Japan has good learning records from west.

## **2.4 Malaysia**

From the data, Malaysia has a population of 28.7 million, with about 50.4% of the population Malay, 23.7% Chinese, 11% Indigenous, 7.1% Indians, and 7.8% “others.” (Adapted data from “Malaysia Demographics Profile 2012”). Malaysia is not a homogeneous country (Lim, 2001; Westwood & Everett, 1995). For complex economic, social and political reasons, each ethnic group in Malaysia tries to cooperate and compete with each other for a bigger slice of the proverbial pie.

One important point that Malaysian researchers have not dealt with yet is the potential subjectivity involved in cross-cultural research. Using Hofstede’s phraseology, if one looks for what Malaysians have in common, one can find limited cultural differences between ethnic groups. If one is looking for the differences, one can find many cultural differences between ethnic groups and within ethnic groups.

For example, deciding whether one should be studying “Malaysians” or individual ethnic groups is a key issue in the cross-cultural research design (Lim, 1998).

## **2.5 Japan**

Japan is a highly structured and traditional society. Great importance is placed on loyalty, politeness, personal responsibility and on everyone working together for the good of the larger group. Education, ambition, hard work, patience and determination are held in the highest regard. The crime rate is one of the lowest in the world.

## **2.6 Conclusion**

This chapter had been discussing on the literature review in cultural differences and also the five cultural dimension of Geert Hofstede. This is very useful for me on studying the cross cultural in a multi-national company form the Geert Hofstede’s theories. I also add in short introduction on Malaysia and Japan countries background to shown the social and culture differences. The following chapter will discuss on the research methodology and the background of the case study company, IBIDEN Electronic (Malaysia) Sdn Bhd.

## **Chapter 3**

### **Research Methodology**

In this chapter, I would like to introduce the reason of choosing qualitative research as my management project and the benefit of it. For the detail research, case study methodology had been picking as the method of research because of suitable for my management project. Case study can be category in single or multiple case studies; I had done for single case study and IBIDEN Electronic (Malaysia) Sdn Bhd as the company background.

My research tittle is discussed on the cross cultural IBIDEN Electronic (Malaysia) Sdn Bhd is one of multinational company in Malaysia. In addition, this company still under new set up, a numbers of Japanese supporters is here to work together with local people. So, I have the candidates can be interview some of the Japanese staff and local staff for the point of view to complete my study. Simple data analysis will be done after the interview.

#### **3.1 Qualitative Research**

Qualitative research is all about exploring issues, understanding phenomena, and answering questions. While there's a whole industry engaged in its pursuit, qualitative research also happens in nearly every workplace and study environment, nearly every day. Qualitative research is essential when there is little knowledge of a

research area which deals with “the questions of subjective experience and situational meaning” (Davies et al., 2009: 6). Qualitative approach provides “a better opportunity for conveying sensitivity” (Davies et al., 2009: 6). As such, it helps to eliminate or reduce the distrust that individuals from ethnically diverse communities may have toward research and the researchers (Davies et al., 2009; Levkoff and Sanchez, 2003; Liamputtong, 2007; 2009, 2010a; Skaff et al., 2002).

The reason I chose qualitative research for this study, as it takes more insight in to the research problems. Qualitative research shall be used for analysis purposes. Sinkovics, R.R, et al (2005) stated in a statement As evidence by the changes in the distribution of qualitative research avenues, the advancement of qualitative techniques increasingly promises new means of understanding and interpreting trends in various national and cultural context.

My view compared to quantitative research a qualitative studies generally focus on a much smaller sample, do not isolate variables, and results are almost by definition impossible to reproduce. Qualitative research is best viewed not as a set of free-standing techniques but as based on some analytically defined perspective. At its base I think that qualitative methods are epistemologically very similar to quantitative studies and can often bring important insights not found in quantitative studies. According to Creswell(1994) the flexibility and openness of qualitative research allows access to some unexpected issues and area which might not be visible at the time of planning the research.

The advantages of qualitative research approach help to see how general forces play out in specific circumstances and to ask questions that can't be easily put into numbers. Qualitative research focuses attention on the contingent nature of social



reality. Institutions, technologies, and broad social forces matter, but their effects are always specific to a particular context. The case-study nature of qualitative research allows a focus on how things went down, how general forces and individual wills played out in a specific situation.

### **3.2 Interview**

Interview is far more complicated than asking questions and getting answers. Kvale (1983, p.174) defines the qualitative research interview as "an interview, whose purpose is to gather descriptions of the life-world of the interviewee with respect to interpretation of the meaning of the described phenomena".

Interviews are also particularly useful for getting the story behind a participant's experiences. It's shown on the finding of my interview section I had done. Interviews may be useful as follow-up to certain respondents to questionnaires, e.g., to further investigate their responses (McNamara, 1999). The reason I choose on it because of the interview generally refers to in-depth, loosely or semi-structured interviews which are often used to encourage an interviewee to talk about a particular issue or range of topics.

Semi-structured interview often starts with a basic checklist of areas to be covered in the interview in the form of questions. The interviewer guides the interview, but permits the various aspects of the subject to arise naturally and in any order. (Bertrand & Hughes, 2005: p79) The characteristic of semi-structured interview

that more or less open questions are brought to the interview situation in the form of an interview guide. Ideally, these questions will be answered freely by interviewee.

So, I had prepared the questions in advance and interview guide on the questions. It's will more focus on my research study. All interviewees answer the questions prepared freely by their own experience and point of view. This is because from different culture background and working environment, they have their own perception on the questions given.

### **3.3 Case Study Methodology**

Case study research excels bring to an understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research. Case studies emphasize detailed contextual analysis of a limited number of events or conditions and their relationships. Researchers have used the case study research method for many years across a variety of disciplines. Social scientists, in particular, have made wide use of this qualitative research method to examine contemporary real-life situations and provide the basis for the application of ideas and extension of methods. Researcher Robert K. Yin defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 1984, p. 23).

Reasons for the recognition of case study as a research method is that unlike quantitative methods of research, like the survey, which focus on the questions of who, what, where, how much, and how many, and archival analysis, which often situates the participant in some form of historical context, case studies are the preferred strategy when how or why questions are asked. By including both quantitative and qualitative data, case study helps explain both the process and outcome of a phenomenon through complete observation, reconstruction and analysis of the cases under investigation (Tellis, 1997).

Case studies can be either single or multiple-case designs. Single cases are used to confirm or challenge a theory, or to represent a unique or extreme case (Yin, 1994). In my research study, I choose single-case studies because of ideal for revelatory cases where an observer may have access to a phenomenon that was previously inaccessible. Single-case designs require careful investigation to avoid misrepresentation and to maximize the investigator's access to the evidence.

### **3.4 IBIDEN Electronic (Malaysia) Sdn Bhd: The Case Study**

IBIDEN Co., Ltd. was founded in 1912 and is headquartered in Ogaki, Japan. The company was formerly known as Ibigawa Electric Power Co., Ltd. and changed its name to IBIDEN Co., Ltd. IBIDEN Co., Ltd. provides electro-chemical products, fine-ceramics products, housing materials, and construction services in Japan, North America, Europe, and Asia. The company operates in five segments: Electronics, Ceramics, Housing Materials and Construction.

IBIDEN Electronics (Malaysia) Sdn Bhd is a branch of IBIDEN Co., Ltd in Malaysia since 2010. IBIDEN picked Malaysia for this new investment after detailed study of the investment opportunities and policies in various countries such as China, Vietnam, the Philippines, and India, attributing the decision to Malaysia's human resource, logistics and infrastructure that met with the company's needs. Malaysia has developed into a strong manufacturing-based and export- driven economy with efficient use of updated technologies, knowledge-based and capital-intensive industries. These factors attracted IBIDEN invest at least RM1 billion to build its manufacturing company in Penang.

Currently, IBIDEN Electronics (Malaysia) Sdn Bhd is in the process of building up the second plant, which will be located beside the first plant. Construction is estimated to be completed by October 2012. Nevertheless, this second plant has already begun preparations for hiring workers, machine set up installation, and process design.

### **3.5 Data Analysis**

Qualitative research obtained the information from participants is not expressed in numerical form. The emphasis is on the stated experiences of the participants and on the stated meanings they attach to themselves, to other people, and to their environment. As with all data, analysis and interpretation are required to bring in order and understanding. In qualitative research, analysis frequently takes place at

the same time as data collection. Harry Wolcott (1999) maintains that one of the main problems in qualitative work is having too much data rather than not enough. Those carrying out qualitative research sometimes make use of direct quotations from their participants, arguing that such quotations are often very revealing.

Interviews allow the respondents to reflect and reason on a variety of subjects in a different way than say opinion polls or party manifestos. I had done in cases descriptive informal interviews approached casually like chat or discussion that always has a preconceived idea of the problem and a perceived structure of a situation. All the questions asking are similar between each of the interviewee. This is to ensure they had been leading in the same way and can get the compare between the same questions. I will summary on the finding and future discuss on it.

The entire interview had been done face to face and recorded to avoid data miss out during the interview process. All the interviews doing in English language and for those Japanese members done with translator together to ensure they understand the questions as well. Those interviewee was interview separately to confirm no outsider disturb or misleading them different from what they actual facing. The process of data analysis begins during the data collection, by skillfully facilitating the discussion and generating rich data from the interview, complementing with the observational notes and typing the recorded information.

### **3.6 Conclusion**

This chapter had been investing on what the research methodology use in this research study and the reason choosing. As one of employee in IBIDEN Electronic (Malaysia) Sdn Bhd, I am more understood on the company background for me to further in the data analysis. Next chapter will find out more on the interview result and the opinion from the interviewees.

## **Chapter 4**

### **Case Analysis**

This chapter will discuss on what the finding I get from my interview section. I had interview number of four Malaysians and four of Japanese staff in the company. But the interview dialog not clear and noise background sound. In the end, only three Malaysians and three Japanese I manage to get. From the interview section, I can find that the different view between Japanese and Malaysian staff working perception. Let's look on the finding in this chapter.

#### **4.1 General Finding**

The material recorded in the interviews was transcribed immediately after the sessions had ended. Since the spoken language in the interviews was mainly English, the transcriptions were reported as they conversed, although translations were sometimes required in a few parts of the transcription and note-taking processes. The notes taken during the remaining interviews were also refined as soon as possible while the information was still fresh. Any quotations recorded were carefully written to avoid any confusion later on. The data analysis will do manually. In an effort to discuss the interviews, all the participants are explained as individual cases.

Malaysia is a multi-cultural society. As Malaysian, we learn from born to live in a unique fusion of Malay, Chinese, and Indian traditions, creating a pluralistic and multicultural nation that has its character strongly rooted in social harmony, religion